



# Program Management Office as a Service

With AMO's proven success, we made a strategic decision to outsource the PMO function to them for the entire program. Their dedication and attention to detail ensured we consistently met project milestones on time.

AMO's expertise in defining and implementing these processes was truly impressive. They efficiently integrated their "out of the box" solutions, allowing us to avoid being sidetracked by establishing standard procedures. Instead, we focused on delivery, which significantly accelerated our program's governance and empowered the team to achieve results.

~ Program Director, Glenn Flexman

## COMPANY OVERVIEW

This firm is an Australian government-funded news and media corporation with >70% of Australians watching, reading, or listening to their content weekly. With 56 Australian and 11 international locations, it is the largest creative employer in the southern hemisphere.

## THE PROBLEM

In 2022, this organisation was undergoing their third attempt at a particular organisation-wide program to improve their resource management process. With their previous dysfunctional process of rostering and recording time, attendance, and leave into various systems, they found unnecessary administrative workload and an increased risk of data entry errors, resulting in potential over or underpayments to staff.

Having engaged many consulting firms and still having a risky program, this program was already on thin ice. Agile Management Office was urgently brought in and after a rapid discovery session we had discovered this firm was suffering from ineffective governance, inconsistent processes, and a highly siloed organisation. They had too many assumed risks and unapproved changes, representative of poor change control and dependency management capabilities.

## KEY RESULTS



**25%**

Return on Investment (ROI) for New Processes



**80%**

Reduction in Open Audit Issues



**50%**

Reduction in audit requests



**40%**

Increase in oversight when governance and delivery independently managed.

## OUR CHALLENGE

- Improve and stabilise the program with an ad hoc external audit taking place
- Working with a "revolving door" of high staff turnover and a highly change-fatigued team
- Overload of unnecessary reporting requirements

## PROJECT OVERVIEW

For the project, we were asked to provide:

Review



Delivery



Govern



## THE SOLUTION



AMO was initially engaged to support a few capability gaps (risks/issues, dependencies, and change request management) which the program director had been trying to resolve in his existing program PMO with sub-contractors. However, due to high turnover, changes in resourcing, and a lack of experience, the solution was never cohesive and stakeholders, including delivery teams, were getting frustrated. He turned to AMO to support a quick initiative to review and refine or define a process that would not only look good but work. After a successful outcome in a matter of weeks, and due to changes in the program again, the program director asked AMO to take over the failing PMO function which was too thinly split with delivery. AMO was able to stand up a Program Office team quickly and effectively and aligning to key resources internally to pick up the reigns and keep the program momentum. This led to a highly organised, effective, and well-respected program management office.



### Change Request Management

Increased control of changes to the program by funnelling changes via the PMO for validation, alignment, and distribution.



### Risk, Issues, & Dependency Management

Increased visibility on risks, issues, and dependencies causing project delays, forecasting inaccuracies. Provided advanced warning of escalations to executive management.



### Delivery Support

Determined what services Portfolio Management provided to the organisation, and how they would be delivered that was aligned with their chosen methodology.



### Governance Support

Formalised and consolidated the PMO's governance role by improving governance tools, giving power back to the PMO, and separating it from delivery support to give it a clear function.

## THE OUTPUTS



- Discovery exercise to find opportunities and recommendations for improvement and a roadmap for ongoing consideration.
- Designed, built, and ran dependency and change control management capabilities, including quick reference guides, process overviews, frameworks, and new reporting standards and guidelines.
- Regular and consistent high quality reporting and communication management around capabilities and program progress.
- Developed a simple, fit-for-purpose 'handbook' to help guide teams.
- Program Management model for future programs.
- Conducted a mini desktop audit of meetings (amnesty) purpose of meetings, attendees, charter, inputs, and outputs needed.
- Ensured the right guard rails were in place considering the program status and risk.
- Created a clear governance and communications cadence/calendar for visibility and foresight.

## THE RESULT



We helped this firm greatly reduce the severity and likelihood of their risks and helped to stabilise its scheduled workflow. We did this by consolidating the program's assurance, leveraging their current state, and addressing what was realistically possible based on must-have priorities due to the program's high-risk and short timeframe. We also split the PMO's governance and delivery roles for greater value and outcomes by dedicating specific capabilities to the governance role, enabling greater oversight traceability capabilities. We also reduced the rollout of any new processes without clear return on investment (value) for the point in the program today, funnelling change via the PMO for validation, alignment, and distribution, and ensuring the right guardrails were in place.

1

### Simplification

Streamlined and introduced an effective program management framework and playbook to support future programs.

2

### Improved Audit Outcomes

Improved audit-ability, tracking, and reporting, reducing the inputs needed by audit and the outputs to be created by the program.

3

### As-a-Service

Delivered an effective, on-demand, and highly responsive PMO as a service that fluctuated with the program's needs end-to-end.

